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DEFENSE THREAT REDUCTION AGENCY
STRATEGY
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DIRECTOR'S FOREWORD

In his *Interim National Security Strategic Guidance*, published in March of 2021, President Biden focused the Nation's instruments of power on China and Russia as "pacing threats," in a frankly acknowledged shift to strategic competition. Secretary of Defense Austin's published priorities for the DoD have done the same. These developing strategies have revectoring the Nation's national security interest in partnerships and international leadership; on securing the homeland; and in mounting an effective, integrated deterrent to adversary use of weapons of mass destruction (WMD) and emerging threats.

The responsibility of the Defense Threat Reduction Agency's (DTRA's) strategy is not to set our own course – by interpreting or revising this higher-level guidance – but to align us with Department and National priorities. Joint Publication 3-0 defines strategy as:

"A prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives."

It is in that spirit the 2022-2027 DTRA Strategy highlights the administration's *theater, national, and/or multinational objectives*, as set by our National leaders; reminds us of our core functions (DTRA's unique *instruments of national power*); and then aligns those unique instruments with four Agency goals – our own *set of ideas* to achieve those objectives.

DTRA's mission is complex and dynamic, in large part because of the complex and dynamic nature of WMD themselves. This universe includes not only threat agents, but their related expertise, components, technologies, and means of delivery – from adversary conceptualization and development through U.S. forces' mitigation and recovery. The four goals outlined here will act as a lens (in concert with our Agency Charter and internal Planning Guidance) to help focus our operations, activities, and investments to ensure our path and outcomes remain consistent with National and Departmental priorities.

For the DTRA workforce: as you employ this lens, I ask that you reach across functional boundaries, reach across Directorate lines, and bring to bear the full, integrated capability of DTRA's incredible workforce. Employ the expertise and values (including innovation, agility, inclusivity, and mission focus) that ensure we are capable of accomplishing our mission, and help us aspire to our Agency vision as *the* premier National Security agency to address the challenges posed by WMD and emerging threats.



Rhys M. Williams, Ph.D.
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STRATEGIC ENVIRONMENT

Outpacing the Threats

The United States faces a complex and volatile security landscape. As identified by Secretary Austin's *2021 Defense Planning Guidance*, China remains the pacing threat and seeks to replace the current international rules-based order with one centered on Beijing. While Russia does not pose the same long-term military, economic, or diplomatic challenges as China, it too is highly capable, and seeks near- to medium-term hegemony within its region. Both seek to challenge the United States regionally and on the global stage. North Korea also challenges the security of the United States and our allies. While it does not present the same challenges posed by China or even Russia, the Agency must keep a watchful eye on North Korean WMD programs. For China, Russia, and North Korea, nuclear, biological, and/or chemical weapons remain an enduring concern. Regarding Iran, Secretary Austin's *2021 Defense Planning Guidance* directs the Department to accept greater risk, while still monitoring the overall threat posed to U.S. and regional interests.

The effort to counter China's growing assertiveness aligns with national strategy and planning priorities. The *2021 Interim National Security Strategic Guidance* states "China is the only competitor potentially capable of combining its economic, diplomatic, military, and technological power to mount a sustained challenge to a stable and open international system." The draft *2022 National Defense Strategy* also highlights China as the "pacing threat" to U.S. interests and international order. As China continues to expand its influence around the globe, the United States will strengthen its own relationships with allies and partners. The *2021 Interim National Security Strategic Guidance* highlights "reinvigorating and modernizing our alliances and partnerships around the world" as crucial to countering current and emerging WMD threats from China.

When referring to WMD, the Agency is specifically focused on nuclear, chemical, and/or biological weapons. Guidance in the draft *2022 National Defense Strategy* references emerging threats as "new or enhanced materials or methodologies, potentially including the threat itself; its formulation, development, or production; and/or its propagation, transfer, or delivery." For WMD, then, the development of materials or methodologies with the potential to *create new*, or *increase the impact of existing* forms of traditional WMD can be considered "emerging threats." A novel pathogen, a new means to deliver chemical or biological weapons, or the use of traditional WMD material in new (or previously unknown) ways, for instance, can all be seen in this light.

Whether current or emerging, WMD offer adversaries the ability to enhance their coercive influence and possibly offset U.S. conventional military advantages. This is not to say the threat is uniform. Each of our potential adversaries maintains (or is developing) unique WMD capabilities to achieve specific aims. Additionally, the potential for *natural or accidental* release of threat agents – wholly unrelated to adversary action – contributes to an ever-evolving nuclear, biological, and chemical maneuver space. The Coronavirus Disease 2019 (COVID-19) pandemic has demonstrated how a biological event can impact public health,



security, and the economy on a global scale. In response, current national security and defense guidance stresses the importance of increasing biodefense and biosurveillance efforts with our international partners. The *2021 Interim National Security Strategic Guidance* states, “We will join with the international community to combat the continuing threat posed by COVID-19 and other infectious diseases with pandemic potential. “The Secretary of Defense has renewed DoD’s focus on domestic health, safety, and security. The *2021 National Strategy for the COVID-19 Response and Pandemic Preparedness* calls for the U.S. government to “[build] better biopreparedness and expand resilience for biological threats.”

This *2022-2027 DTRA Strategy* outlines the Agency’s approach to detect, deter, and defeat current and emerging WMD threats. Within policy guidance, we will use creative approaches to leverage and expand existing DoD, USG, and international partnerships so the Joint Force and our allies and partners are prepared to prevail in WMD environments across the continuum of strategic competition, conflict, and post-conflict recovery. DTRA will leverage its unique role as both a Combat Support Agency (CSA) and Defense Agency (DA) to provide the capabilities required to meet the challenges of the coming decade.

MISSION

DTRA enables the DoD, U.S. Government (USG), and international partners to counter and deter WMD and emerging threats.

VISION

DTRA is the premier Agency to address WMD and emerging threats challenges. Our innovation and agility mitigate these threats in measurable ways, and empower our allies and partners to do the same.

AGENCY FUNCTIONS AND GOALS

This Strategy supports national-level guidance through DTRA-specific goals and functions. The DTRA **goals** are the *outcomes* we seek to achieve as an Agency, while the Agency **functions** are the unique *ways* by which we achieve its Mission and goals. DTRA's goals cut across its many activities and capabilities, including nuclear security and surety; arms control and verification; cooperative threat reduction; building partner capacity; planning, training, and exercising; and developing capabilities.

Below are DTRA's core functions, which underpin the Agency's strategic goals. The specifics offered within these goals and functions are meant to *exemplify* how DTRA affects the operating environment within each. They do not constitute an exhaustive list.

FUNCTIONS:

DTRA Enables Strategic Deterrence

DTRA Supports U.S. Treaty Implementation And Verification

DTRA Partners To Reduce Global WMD Threats

DTRA Identifies Vulnerabilities And Mitigation Strategies

DTRA Develops And Delivers Rapid Capabilities

GOALS:

Ensure A Safe, Secure, Reliable, And Effective Nuclear Deterrent

Counter Weapons Of Mass Destruction And Emerging Threats

Enable The Joint Force And Allies/Partners To Compete And Win Against Adversaries

Build An Adaptive And Resilient Agency

AGENCY FUNCTIONS:

DTRA ENABLES STRATEGIC DETERRENCE

The Agency's world-class nuclear experts advise and train the warfighter, ensuring the safety and effectiveness of the U.S. nuclear deterrent. DTRA nuclear surety experts maintain a viable strategic deterrent through a number of activities. They provide nuclear sustainment support to the Combatant Commands and the broader Joint warfighter. They conduct Mission Assurance Assessments to ensure the proper function and resilience of Defense Department nuclear security activities and the related support infrastructure. They model nuclear weapons effects to inform protection and response efforts from nuclear attacks. They also wargame and analyze the challenges and opportunities associated with integrated deterrence to identify potential vulnerabilities and improvements in current Defense Department capabilities or plans.

DTRA SUPPORTS U.S. TREATY IMPLEMENTATION AND VERIFICATION

The Agency reduces threats to the United States and supports strategic stability by supporting arms control agreement implementation activities and preparing for future monitoring and verification requirements. DTRA arms control implementation experts protect U.S. equities during and after negotiations through a number of activities. These include conducting on-site inspections, monitoring compliance, and escorting activities for foreign arms control inspectors. These actions take place under various treaties, such as the New Strategic Arms Reduction Treaty and the Chemical Weapons Convention.

DTRA PARTNERS TO REDUCE GLOBAL WMD THREATS

The Agency deepens and strengthens relationships with key allies and partners through the use of exchange and liaison officers, strategic dialogues, and various cooperation and partner capacity building activities. DTRA engages with allies and partners on nuclear, biological, and chemical security engagements, to include activities designed to counter emerging WMD threats. In recent years, disease surveillance, detection, identification, reporting, and response operations increased opportunities for cooperation. Meanwhile, the ongoing activities of maritime and border security operations to enable WMD interdictions remain critical. All of these efforts allow DTRA to build our partner nation's countering WMD (CWMD) capabilities and reduce WMD threats across the globe.

AGENCY FUNCTIONS:

DTRA IDENTIFIES VULNERABILITIES AND MITIGATION STRATEGIES

The Agency examines current and emerging WMD vulnerabilities to enable the Joint Force to mitigate these vulnerabilities. Agency subject matter experts, analysts, planners, and strategists examine scenarios related to potential future conflicts with WMD-capable adversaries and emerging WMD threats. Further, DTRA assesses developments among scientific disciplines, technologies, and materials that may shape or advance WMD threats and opportunities, including strategic and operational analyses focused on the *2022 National Defense Strategy* priorities of China and Russia. These activities allow the Agency to plan and staff for crises or contingencies. Finally, these strategies and expertise prepare the Joint Force for meeting WMD challenges and potential conflict.

DTRA DEVELOPS AND DELIVERS RAPID CAPABILITIES

The Agency is a key developer of capabilities to counter current and emerging WMD threats. These capabilities vary, to include new types of medical therapeutics, WMD detection capabilities, force protection efforts, and key technologies that enable the Joint Force to defeat, disable, and dispose of adversary WMD threats. Recent capability development successes include wearable technology that can identify when individuals become infected with a pathogen prior to displaying symptoms, advanced diagnostics that can identify exposure to non-traditional chemical agents, modeling and data analysis tools to aid in the fight against the COVID-19 pandemic, and new means of hardening systems to survive a nuclear detonation that allow critical systems to continue operating.

Finally, as elucidated in DTRA's founding legislation, the *collective impact* of these core functions should create the "institutional means" for a more focused DoD response to the security challenges posed by WMD. The Agency uses its depth and breadth, its partnerships, and its dual roles as both a CSA and DA to help *synchronize* tactics, operations, and strategy development, for measurable effects across the counter-WMD threat space.

AGENCY GOALS:

With these core functions in mind, below are the Agency goals used to drive programs, operations, activities, and investments. Again, the descriptions of each goal include exemplary – not all-inclusive – milestones designed to showcase Agency output.

1. ENSURE A SAFE, SECURE, RELIABLE, AND EFFECTIVE NUCLEAR DETERRENT

A strong nuclear arsenal underpins the security of the United States and our allies. China, Russia, and North Korea are modernizing and expanding their nuclear forces. Potential adversaries view nuclear weapons as a means to challenge the United States and its allies. DTRA supports the U.S. nuclear deterrent through nuclear readiness and modernization, mission assurance, force preparedness, and treaty verification. In an evolving and ever-complex geopolitical environment, the Agency's primary goal is to support the strategic deterrent. To this end, the Agency will:

OBJECTIVES

Ensure U.S. nuclear forces remain mission-capable and resilient against current and emerging WMD threats;

Expand nuclear operations expertise, to include insight into adversary capabilities across the Joint Force and civilian leadership;

Examine and improve USG readiness and ability to develop and implement future verification regimes, while also protecting U.S. equities during and after negotiations; and

Increase DoD policymakers', planners', and warfighters' ability to detect, deter, and defeat the entire spectrum of nuclear coercion and aggression.

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AGENCY GOALS:

2. COUNTER WEAPONS OF MASS DESTRUCTION AND EMERGING THREATS

Agency activities improve the Joint Force's ability to interdict WMD proliferation and secure vulnerable WMD materials. China, Russia, and North Korea all have confirmed WMD stockpiles, and all seek to undermine U.S. and allied interests. Agency subject matter experts conduct multi-domain and trans-regional analysis on WMD threats at the strategic and operational level. The Agency also assesses trends among scientific disciplines, technologies, and materials that may shape or advance WMD threats and opportunities. These efforts impact the Agency's efforts focused on developing and adapting new technologies to counter WMD threats for the Joint Force, along with our allies and partners. By combining cutting edge research and development efforts with sustained engagement and security cooperation initiatives focused on countering WMD threats, DTRA improves the Joint Force and partner nations' ability to secure vulnerable WMD materials and to mitigate threats posed by nuclear, chemical, and biological weapons. To this end, the Agency will:

OBJECTIVES

Deepen and broaden partnerships in regions where WMD-armed adversaries seek to undermine U.S. objective by working with Defense Department Policy offices, the Combatant Commands, and the Interagency;

Increase understanding of emerging WMD threat trends, particularly in regards to novel adversary employment options;

Explore new avenues for the Joint Force and allies and partners to fight and win in WMD environments; and

Increase DTRA's role in the planning process, particularly against emerging WMD threats.

... DTRA improves the Joint Force and partner nations' ability to secure vulnerable WMD materials and to mitigate threats posed by nuclear, chemical, and biological weapons.

AGENCY GOALS:

3. ENABLE THE JOINT FORCE AND ALLIES/PARTNERS TO COMPETE AND WIN AGAINST ADVERSARIES

The Agency enhances the Joint Force, allied, and partner ability to compete and, when necessary, win against potential WMD-armed adversaries. Today, potential adversaries believe that WMD are critical to shape the battlespace, exert coercive influence, and achieve military aims. The impact of conflicts with WMD-armed adversaries are mitigated by developing counter-WMD technical solutions, highlighting WMD warfighting challenges and adversary vulnerabilities through strategic and operational analysis, and supporting DoD plans and exercises focused on CWMD threats. The Agency provides the Joint Force, allies, and partners with unique insight into adversary WMD force posture, doctrine, and systems. In particular, DTRA examines how potential adversaries plan to employ and integrate WMD during conflict. This better prepares U.S. and allied forces for overmatch within a WMD battlespace. To this end, the Agency will:

OBJECTIVES

Expand our ability to identify, characterize, and exploit adversary WMD vulnerabilities;

Strengthen target characterization and servicing requirements for WMD hard targets;

Develop non-traditional planning solutions to emerging WMD problems, to include preventing further WMD employment following adversary first use; and

Recognize potential WMD warfighting obstacles as well as potential solutions to enable the Joint Warfighter to win during conflict.

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AGENCY GOALS:

4. BUILD AN ADAPTIVE AND RESILIENT AGENCY

Agility, adaptability, and flexibility reduce risk from future unprecedented and unexpected WMD events. To this end, we must recruit and retain the highly skilled workforce necessary to understand and counter emerging WMD threats. The Agency workforce must include those who both understand the past two decades of conflict and, more importantly, focus on the potential conflicts of the next two decades. The Agency will reflect the changes in the broader American landscape. It will be a workforce that is more diverse, inclusive, and representative of the changing demographics in our country. Further, we will have collaborative suites of information technology tools that enable conceptualization, understanding, and collaboration within the workforce. By combining a workforce with a diverse set of expertise, skills, and backgrounds with innovative technical solutions, DTRA will enable DoD to respond to crises and develop solutions to detect, deter, and defeat current and emerging WMD threats. To this end, the Agency will:

OBJECTIVES

Increase the relative percentage of entry level and early career professionals;

Shift the makeup of the workforce to better align with the nation's demographics; and

Realize a workspace that facilitates greater and more meaningful collaboration, to include in-person, virtual, and mixed.

CONCLUSION

DTRA, as the pre-eminent CWMD Agency in the USG, is prepared to meet the challenges of our ever-evolving security environment. We are ready to support the efforts of our warfighters, the USG, allies, and partners as the nation competes with global competitors. The Agency provides, and will continue to provide, necessary capabilities, expertise, and programs to support a robust U.S. national defense against WMD to ensure the DoD and Joint warfighter, USG, allies, and partners prevail across the continuum of strategic competition, conflict, and post-conflict recovery.



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